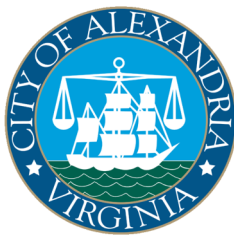




alexandria  
community services board

## annual report fiscal year 2010



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The Alexandria Community Services Board (CSB) was established in 1969 to administer and set policy for Alexandria's publicly-funded mental health, intellectual disability and substance abuse services. The CSB is a group of volunteers who are appointed by and report to the City Council.

The CSB's Executive Director serves as the Director of the City's Department of Mental Health, Mental Retardation and Substance Abuse.

The Department has an administrative division and three operating divisions:

- ~Acute and Emergency Care
- ~Extended Care
- ~Child, Family and Prevention Services

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## mission and vision

### **Mission**

The Alexandria CSB provides compassionate and effective services that support self-determination, recovery and resiliency for residents affected by mental illness, intellectual disabilities and substance use disorders.

### **Vision**

Alexandria residents whose lives are affected by mental illness, intellectual disabilities and substance use disorders are able to achieve and maintain the highest possible level of satisfaction in relationships, work and community life.

## fy 2010 board members

### **Chair**

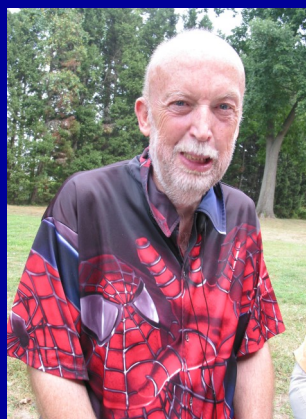
Mary Anne Weber

### **Vice Chairs**

Tiffeny Sanchez  
Masharia Holman  
Susan Thompson

### **Members**

Ruth Chamowitz  
Elizabeth Paige Coffey  
Christine Comer  
Thomas Craig  
Cathy Healy  
Roberta New, Ph.D.  
Amber Nightingale  
Dana Payne  
Paul Pepper  
Roy Shannon, Jr.  
Doris Stanley  
Lucinda Buker



*Arthur, an 18-year client of Extended Care Services.*

## a message from the csb

Dear Friends,

We welcome this opportunity to share the FY 2010 activities of the Alexandria Community Services Board (CSB). These pages highlight our fiscal information along with our accomplishments and those of the people we serve.

The past year has been challenging as the Alexandria Department of Mental Health, Mental Retardation and Substance Abuse worked to merge with Human Services and the Office on Women. The new organization was inaugurated on July 1, 2010 as the Department of Community and Human Services and Mike Gilmore was appointed to serve as Director. The primary goal of the reorganization is to offer better coordinated and more easily accessible services.

Amid the department consolidation, Extended Care Services celebrated the opening of Riley Place, a Safe Haven program that provides permanent supportive housing and services for homeless individuals. Intellectual disability program staff continued incorporating person-centered practices in the lives of the clients, helping them make their own decisions and encouraging active involvement in daily activities.

Acute Care programs expanded to include the Matrix Model of substance abuse treatment at the Detention Center. In its first full year since grant funding, Jail Diversion Services provided care coordination with the criminal justice system for persons with a serious mental illness. Emergency Services worked with the Alexandria Police to create a Crisis Intervention Team, and Detox developed Phase II, a 30 day residential program.

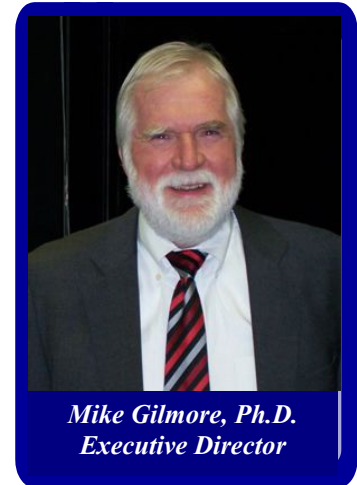
In Child, Family and Prevention Services, our System of Care partners returned 45% of children in residential care to the community, and Alexandria placed 30% fewer children in residential care than the previous year. The Substance Abuse Prevention Coalition of Alexandria brought public attention to underage drinking and substance abuse through year-round events coordinated with the CSB and other community partners. Staff also worked to advocate for the relocation of the Adolescent Health Clinic to T.C. Williams High School. In early FY 2011, the newly named Teen Wellness Center opened.

We served 5,105 Alexandrians and reached out to thousands more to promote mental health care and prevent high-risk behaviors. We also worked with the Mental Health HOPE Campaign to combat stigma in our community. As the CSB continues to guide Alexandria's behavioral health care, we strive to deliver comprehensive services that are collaborative, consumer directed, recovery-oriented, coordinated, culturally competent, welcoming and accessible.

We are grateful to our hard working and compassionate staff, volunteers, members of City Council and all who have supported us. We continue to be inspired by the courage and determination of our clients and their families. We welcome your comments or suggestions.

Sincerely,

Mary Anne Weber, Chair  
Mike Gilmore, Ph.D., Executive Director



## financial information

### fy 2010 city government

#### Mayor

William D. Euille

#### Vice Mayor

Kerry J. Donley

#### City Council

Frank H. Fannon

Alicia Hughes

Rob Krupicka

Redella S. Pepper

Paul Smedberg

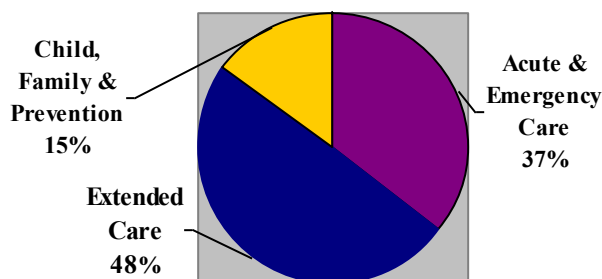
#### City Manager

James K. Hartmann

The numbers below reflect the CSB's activities for FY 2010.

### Expenditures by Service Area <sup>1</sup>

	\$ (Millions)	% of Total
Acute and Emergency Care	11.00	36.5%
Extended Care	14.60	48.4%
Child, Family and Prevention	<u>4.57</u>	15.1%
Total	30.17	



### fy 2010 staff leadership team

**Michael Gilmore, Ph.D.**  
Executive Director

**Jane Hassell**  
Director, Administration

**Carol Lauer, LCSW**  
Director, Extended Care

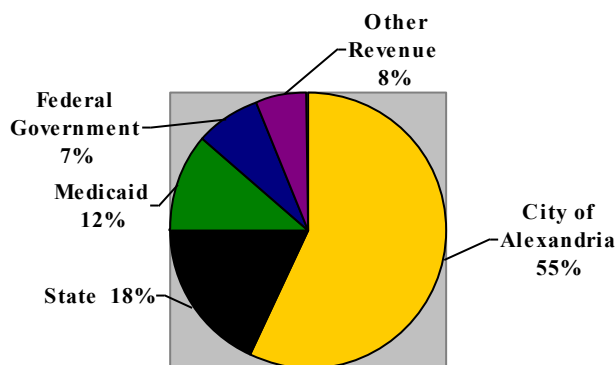
**Deborah Warren, DCSW**  
Director of Child, Family and Prevention

**Liz Wixson, LCSW**  
Director, Acute and Emergency Care

**Jim Fleming**  
Fiscal Officer

### Revenues by Source

	\$ (Millions)	% of Total
City of Alexandria	16.59	55.0%
Commonwealth of Virginia	5.47	18.0%
Medicaid	3.66	12.0%
Federal Government	2.22	7.0%
Consumer Fees, Insurance Fees and Other Revenue	2.23	8.0%
Total	30.17	



<sup>1</sup> Administration expenditures totaling \$3,297,883 (11% of total) were allocated to the service divisions as overhead and are included in the division expenditures shown above.



## client and city demographics

Because the CSB primarily serves people with low incomes, there is a significant difference between the City's median household income of \$80,449 <sup>1</sup> and that of CSB clients. Just over 47% of CSB clients earned \$4,999 or less annually. Approximately 21% earned between \$5,000 and \$9,999; 11% earned between \$10,000 and \$14,999; 11% earned between \$15,000 and \$24,999; and 10% earned \$25,000 or more.

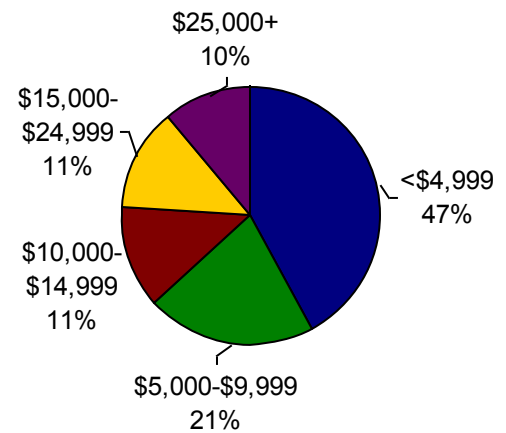
The racial make-up of CSB clients is not reflective of the City population. Approximately 43% of clients were African American, compared to 23% City-wide. Whites comprise 29% of clients, compared to 60% City-wide. Hispanics, who are represented here within several racial categories, made up 23% of clients, compared to 15% City-wide. Other races made up 28% of CSB clients compared to 12% City-wide.

Forty-four per cent of CSB clients were age 30-54; the same as the City-wide statistic. Children made up 24% of clients, compared to 18% City-wide with 14% age 10-19 and 10% age 0-9. Persons age 20-29 comprised the next largest age group (20%), compared to 21% City-wide. Only 12% of clients were age 55 or older compared to 17% City-wide.

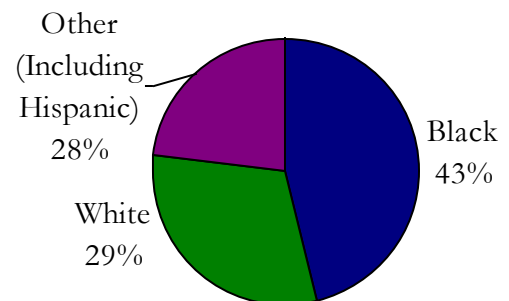
Thirty-nine per cent of CSB clients were female, compared to 52% City-wide, and 61% were male compared to 48% City-wide.

<sup>1</sup> U.S. Bureau of Census, 2006 American Community Survey.

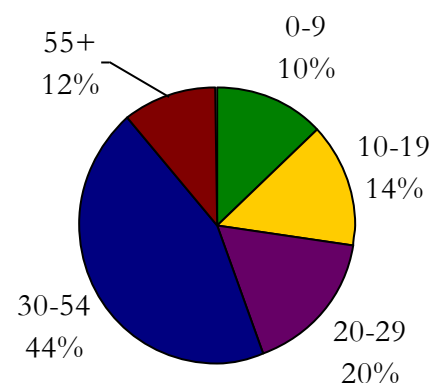
Client Income



Client Race



Client Age



*Washing up at Brent Place Apartments, where the CSB offers after-school programs and services.*

## highlights of persons served

The CSB served an *unduplicated* total of 5,105 Alexandrians during FY 2010. Of these, 3,996 received Acute and Emergency Care services; 1,228 received Child, Family and Prevention services and 818 received Extended Care services. Because individuals receive services in more than one division, the division numbers add to more than the total.

Program-specific highlights from each division follow. These highlights do not reflect all of the programs in each division.

## acute care and emergency services



*Clarence, a CSB client and employee, talks to the media at a Mental Health Month event.*

**The Psychiatric Services Unit** coordinates psychiatric and nursing services. Medical and nursing staff work to maximize clients' functioning through medication, monitoring and education. The Unit served 1,467 clients.

**Outpatient Mental Health and Substance Abuse Services** provides individual therapy, group counseling and psychological testing. There were 642 adults and 55 geriatric adults who received outpatient mental health services. There were 412 adults who received outpatient substance abuse services.

**Jail Diversion Services** provides care coordination with the criminal justice system for persons with a serious mental illness who are re-entering the community from jail and/or are on probation. Jail diversion served 72 people.

**Short-Term Case Management** coordinates and monitors services and helps clients maintain their benefits. There were 147 persons served in mental health case management and 84 served in substance abuse case management. An additional 40 persons received case management services after jail discharge.

**Emergency Services (ES)** provides 24-hour telephone and in-person crisis intervention services to individuals having a serious mental health and/or substance abuse problem. ES helped 621 individuals.

**Adult Detention Center Services** helps inmates adjust to incarceration and provides therapeutic programs. The Sober Living Unit (SLU) helps inmates with addiction to develop skills for a life of sobriety. The Critical Care Unit stabilizes persons with psychiatric crises. Staff working in the general jail population provide individual and group counseling. There were 418 inmates who received services and an additional 506 who received help from Emergency Services.

**Detox** provides a short-term treatment environment for persons who are withdrawing from alcohol or drugs and works with them to accept ongoing treatment as appropriate. There were 273 people served in the program and 126 people who participated in Phase II of Detox, a 30 day residential program.

**The Opioid Treatment Program** helps adults stop using illegal narcotics by prescribing and monitoring Methadone and Buprenorphine. These medications do not produce a "high" and minimize the symptoms of withdrawal. Clients participate in regular counseling sessions and are required to abstain from illegal drugs and alcohol while in the program. There were 135 persons who received opiate treatment.

## child, family and prevention services

**The Preschool Prevention Team** provides on-site mental health services, social skills development, behavior management and parent and staff training. They delivered the *AI's Pals* curriculum to 493 children in 36 classrooms. Of these, 66% increased their social skills and 63% showed no increase or reduced problem behaviors. Staff provided 862 consultations to teachers and 181 consultations to parents. In addition, the Team provided 51 parent workshops and 18 teacher workshops.

**Youth and Family Outpatient Services** provides psychological and psychosocial evaluations and individual, family and group therapy to children, parents and families. These services are provided at the CSB's main center, at the Teen Wellness Center, in Alexandria Public Schools and through the Family Drug Treatment Court. There were 412 persons who received mental health and substance abuse services.

**Home Based Services** provides crisis intervention and treatment to families with children who are at risk of being placed outside the home. As members of the Multi-Disciplinary Team at the Center for Alexandria's Children, they provide support to children who are victims of crime and provide regional restoration services to return youth to competency to stand trial. There were 103 children served.

**The Parent Infant Education Program (PIE)** evaluates infant and toddler development and provides early intervention to those with disabilities. There were 346 infants and toddlers who received PIE services.

**The Juvenile Detention Center Mental Health and Substance Abuse Program** provides screening, evaluations, linkage to after-care services, parent engagement, family and individual therapy, and *7 Challenges*, an evidence-based substance abuse treatment program. This program served 130 youth.

## extended care services

**Residential Services** provides permanent or transitional living arrangements, support, supervision and training for persons with mental illness, an intellectual disability or substance dependency. *Group homes* provided housing, training, support and supervision to 84 people. *Supervised apartments* provided housing and support services to 132 people. There were 19 persons who received *Contracted Residential Treatment* in which the CSB pays for a person to go to a live-in treatment facility for substance dependency. In *Supported Living*, persons live in non-CSB residences while receiving drop-in support from CSB staff who assist them with daily living skills. Supported Living served 53 persons with mental illness or an intellectual disability.

**Long Term Case Management** supports individuals in recovery, coordinates services, monitors the long-term care clients receive and helps clients maintain their entitlements. There were 546 persons served in mental health case management, 137 served in substance abuse case management and 128 in intellectual disability case management.

**Day Support** provides rehabilitative work and activities and support for persons with mental illness or intellectual disabilities. There were 142 persons who received mental health day support at the West End Clubhouse and 54 who received intellectual disability day support at Alexandria Vocational Services or through a CSB-funded vendor.

**Vocational Services** helps people with disabilities develop job skills and obtain employment through the *Individual Competitive Employment*, *Group-Supported Employment* or *Sheltered Employment* programs. There were 60 persons with mental illness and 21 persons with an intellectual disability who participated.



*The Safe Haven for persons who are homeless opened at the end of FY 2011.*

## highlights of acute and emergency care services

**Emergency Services** partnered with the Alexandria Police Department to create a Crisis Intervention Team (CIT) funded by a grant from the Department of Criminal Justice Services. CIT programs are nationally recognized models of police training that have been proven to decrease the arrest rate of persons with mental illness, increase police referrals of clients into treatment and decrease use of officer force.

**Grant funding** aimed at diverting persons with mental illness away from the criminal justice system and into treatment led to a 63% reduction in jail time compared to one year prior to receiving grant-funded services. This is 3,242 fewer jail days or 89 jail days per person.

**Detox** had a 126% increase in the number of persons triaged through the Drunk in Public Diversion Program. There were 687 persons evaluated for admission this year compared to 308 last year.

**Detox developed Phase II**, a 30-day residential program, in response to elimination of funding for contract residential substance abuse treatment. Phase II offers clients a therapeutic living environment with education, outpatient substance abuse treatment and 12-step meetings. Clients have 30 days of sober time before returning to the community, which gives them a solid start on their path to recovery.

**The Sober Living Unit** at the Alexandria Detention Center implemented the Matrix Model, a best practice approach to substance abuse treatment. Spanish speakers are able to participate.

**The Outpatient Substance Abuse Team** reduced services after losing a therapist position to budget cuts. Ten groups were eliminated, a waitlist was created and referrals for individual therapy were limited.

**The Opioid Treatment Program** had a higher per cent of young adults than in previous years (22% were age 18-25 compared to 9% last year). National and state data indicate that a rise in prescription opiate abuse in the younger population is creating a shift in the population requesting opioid treatment. The program also admitted more pregnant women, a priority group, than in previous years (14% versus 4% last year).

**The Outpatient Mental Health Team** served 87 (15%) more clients this year. This increase was due to each therapist offering one appointment each week to a new client. Recovery Model principals support long term clients in reducing the duration of therapy thereby allowing others to receive services more quickly.

**The Intake Unit** expanded the number of client intake slots per month. The Unit provides an average of 90 intake appointments per month, up from an average of 60 per month last year.

**The Medication Unit** developed a contract with Target Pharmacies and created a process to help clients obtain free medication from pharmacy-sponsored assistance programs. This developed after the Community Resource Pharmacy closed due to budget cuts and funds were distributed to each CSB to purchase medications locally.



*The inaugural class of the Crisis Intervention Team with the program instructors and coordinators.*



## highlights of child, family and prevention services

**The School-Age Prevention Team** provided services to prevent alcohol and drug use, emotional problems, violence and school drop-out. Evidence-based programs included: Too Good for Drugs, Life Skills Training, Untouchables, Peer Advisors, Young Stars Success, Kids are Terrific Camp and Decisions 101. The Team provided school-wide campaigns, parent outreach and education, mediation, after school programs, counseling and the weekly Youth Topics eNewsletter. They worked with 1,778 students and 432 parents in 17 locations; 93% of participants indicated an increase in knowledge or a positive change in attitudes toward risk behaviors.

**The Alexandria System of Care Program (SOC)** collaborated with families, professionals and natural supports to return youth with emotional or behavioral problems to their homes and help those at risk of removal remain in their homes. SOC partners returned 18 of 40 (45%) children in residential care to the community. Of these children, 100% maintained their placement setting, 89% had no criminal activity, 94% did not run away and none required psychiatric hospitalization. Alexandria placed 30% fewer children in residential care than in FY 2009.

**The Family Partners Program** held support and psycho educational groups for parents of children with emotional problems. For Children's Mental Health Awareness Day, Family Partners coordinated a community presentation by Dr. Abigail Levrini on Attention-Deficit Disorder.

**All child-serving therapists** were trained to provide Trauma-Focused Cognitive Behavior Therapy.

**The Parent Infant Education Program (PIE)** began bridging the gap between the City's early intervention programs and family home day-care providers. PIE held two in-service trainings for the providers on red flags in child development and the importance of providers in early intervention.

**The Youth and Family Unit** worked with the Office on Women, the Health Department and the schools to advocate for the relocation of the Adolescent Health Clinic to T.C. Williams High School in order to increase access to services. In early FY 2011, the newly named Teen Wellness Center opened.

**The Youth and Family Unit** maximized revenue this year by adding the schools and the Teen Wellness Center to the program's license, thereby allowing Medicaid billing at these locations. As a result, revenue increased from \$119,354 in fiscal year 2009 to \$265,534 in fiscal year 2010.

**Staff of the Mental Health and Substance Abuse Program** at the Northern Virginia Juvenile Detention Center tracked the residence of incarcerated youth and found that many resided in Washington D.C. Follow-up indicated that most of these youth were not receiving services upon release. Staff met with key stakeholders in D.C. and as a result, the program is able to link youth to services in their jurisdiction.

**The Substance Abuse Prevention Coalition of Alexandria (SAPCA)** brought public attention to underage drinking and substance abuse through events including: the *Parents Who Host Lose the Most* campaign, the *Community of Concern Dinner* and *Project Sticker Shock*, an event in which youth visit participating stores and place STOP stickers that display a warning about the penalties for providing alcohol to anyone under 21.

**Division staff and SAPCA** held two large community events. Joseph Califano presented *How to Raise a Drug Free Kid*. At a Recovery Month event, Santino Quaranta of D.C. United spoke with NBC's Julie Carey about his recovery from drug addiction and return to major league soccer.



*Participants in SAPCA's Sticker Shock.*

## highlights of extended care services

**Extended Care held a Safe Haven Ribbon Cutting Ceremony** and Open House and the first residents moved in. The Safe Haven provides permanent supportive housing and services for homeless individuals with a mental illness and sometimes co-occurring substance use disorders. A Neighborhood Advisory Committee was formed to facilitate communication between Safe Haven staff and neighbors.

**Bellefonte Group Home staff** assisted the residents in forming a basketball team, the Wizards. They finished their first season undefeated in the region and won second place in the Senior Division of the Virginia Special Olympics. The team brought together the entire community, which supported them through fund-raising and volunteerism. The Wizards also won the local, annual Chili Cook-off and turned their group home into a haunted Halloween mansion for area children.



*The Wizards of Bellefonte Group Home with Mike Gilmore, CSB Executive Director.*

**West End Clubhouse members** shared their time and resources to give back to the community through a food drive for a local food bank, a fund-raiser to buy holiday gifts for a family of five, a fund-raiser to support the Red Cross after the Haitian earthquake, and participation in Spring for Alexandria, during which the Clubhouse Team painted the exterior of a church.

**Intellectual Disability Residential Services staff** continued incorporating their training in person-centered practices in the daily lives of the residents. One example is the embracing of “do with” instead of “do for”. Group home residents are actively involved in doing their laundry, household chores, grocery shopping and preparing meals. They also answer the phone instead of notifying staff when it rings.

**The Mental Health and Substance Abuse Residential Program** renovated the kitchens and bathrooms of 13 supervised apartments and put new furniture, paint and carpeting in four apartments. There were 12 clients in the program who graduated to more independent living and/or completed a job certification program.

**Homeless Services** participated in the Council of Governments’ annual Point in Time Survey to determine the number of homeless persons living in Virginia, Maryland and Washington, D.C. on one given day. On January 27, 2010, there were 359 homeless persons in Alexandria. Of them, 208 were single men and women, 151 were in families, and 66% of the homeless were persons with mental illness, substance use and/or chronic health problems.

**The Comprehensive Recovery Team** worked to increase the number of clients with Wellness Recovery Action Plans. Through the Peer Support Specialist position, the Team offered support groups and expanded the involvement of family in their loved one’s recovery.

**Mental Health and Intellectual Disability Vocational Services worked with Quality Assurance** and received renewed three-year CARF accreditations, a testament to their outstanding vocational and employment services.

## highlights of administration

**Program Evaluation** began using a freestanding touch screen computer to administer client satisfaction surveys at the Substance Abuse Treatment Center. Use of this system will be expanded to other sites in the coming year.

**Quality Assurance** coordinated three audits by the Department of Medical Assistance Services (DMAS). The commitment to regulatory compliance by staff resulted in few or no DMAS payback requirements.

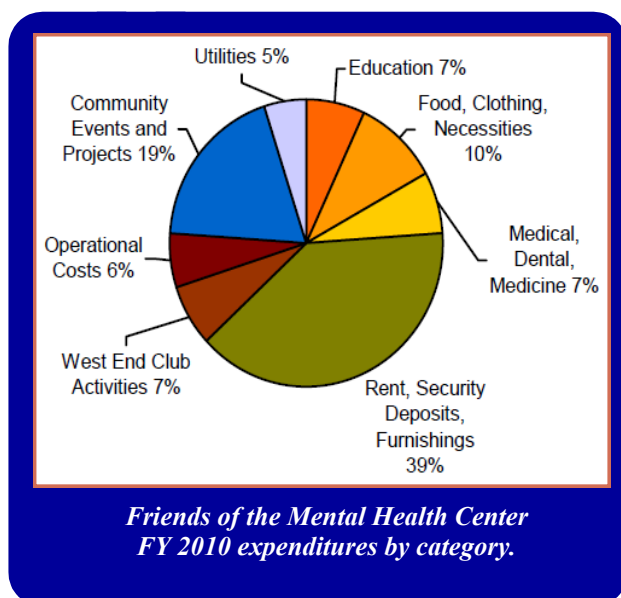
**Health Information Management and Technology Services** implemented electronic document management to scan third party information and attach the files to individual electronic health records. Technology Services completed the electronic signature pad deployment, further reducing the need for paper documents and assisting in the migration to a fully electronic health record.

**Technology Services** worked to improve the IT infrastructure by using virtual servers, which ease hardware management, increase capacity and data security, and provide enhanced data and system redundancy capabilities. The virtual hardware is housed in a facility that includes air conditioning, fire suppression and an emergency generator.

**Human Resources** trained managers to use the City's automated recruitment and selection program, NeoGov. The system allows for completion of the recruitment process on-line, including advertising vacancies, reviewing applications, scheduling interviews and selecting candidates. Through this system, 34 positions were filled.

**Human Resources** worked with the City Human Resources Office to facilitate the development and implementation of the City's new Competency Based Classification System.

**Fiscal Services** implemented billing to Medicaid and other pay sources for provision of the medication methadone in the Opioid Treatment Program and for services provided through the Regional Clinical Response Team. In addition, Fiscal Services developed internal processes to ensure Medicaid revenues did not decline with new requirements for prior service authorization.



**Seventy-one volunteers** provided 3,173 hours of service. Representative payees managed the finances of 74 clients. Companions planned activities with residents of group homes. Guardians served as court-appointed decision makers for clients. Volunteers gave in-office support, assisted with community play groups and provided childcare for parents in recovery groups.

**Friends of the Alexandria Mental Health Center**, a non-profit group of volunteers that supports CSB clients with social, vocational and emergency needs, responded to 145 requests for assistance with rent, utilities, medication and more. Friends raised over \$30,000, advocated for CSB programs and co-sponsored community education events on stigma and recovery.



Alexandria Community Services Board  
720 North Saint Asaph Street  
Alexandria, VA 22314

## program site directory

### **720 North Saint Asaph Street**

Administrative Offices, 703-746-3400  
Intake (Adult and Child), 703-746-3535  
Emergency Services, 703-746-3401  
Acute Care Services (Mental Health Center), 703-746-3400  
Child, Family and Prevention Services, 703-746-3400

### **4480 King Street**

West End Club, 703-746-3456  
Parent Infant Education Program, 703-746-3350  
Child Assessment and Treatment Center, 703-838-4708  
Extended Care Administrative Offices, 703-746-3500

### **2355-A Mill Road**

Substance Abuse Services, 703-746-3600  
Detox Center, 703-746-3636

### **3105 Colvin Street 703-746-3333**

Alexandria Vocational Services  
Intellectual Disability Case Management

### **1900 North Beauregard Street**

Center for Alexandria's Children, 703-838-4381

In addition to these locations, the Alexandria CSB has nine group homes throughout Alexandria and 181 residential program beds in houses and apartments throughout Alexandria.

Other sites where Alexandria CSB services are provided include: Adolescent Health Clinic, Alexandria City Public Schools and Recreation Centers, Alexandria Preschools and Head Start Classes, Alexandria Community Shelter and Carpenter's Shelter, Alexandria Detention Center, Alexandria Juvenile & Domestic Relations Court Services Unit and Alexandria Adult Probation and Parole Office.